

Solution ideas on behalf of Coaching Task Force

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Strengthen the Connection between Employees and Senior Management – Empower leaders to communicate the reasoning behind policies and ensure that they are consistently applied. Communicate frequently, respectfully, & build trust by providing the “why” behind decisions made.

Areas of Concern

Senior Management is accessible and approachable when necessary.

Senior Management keeps me informed of the goals and direction of our organization.

Senior Management in my organization is open, honest, and transparent in communication.

Recommendations

1. Coaching/mentors for new leaders within the Division. There would need to be follow up, structure, and reporting.
2. Incorporate a more formal orientation.
3. Develop new supervisor/manager training
 - Learn how to reach out beyond your direct reports to make connections with others in the organization
 - Budgeting
 - Performance management (e.g. “this is how I’m going to evaluate your performance”)
 - Setting expectations
 - Involve everyone at all levels in the goal setting and planning processes, particularly if they are responsible for the results
4. Define “Senior Management” in next survey – are we asking about Associate Deans and above or Department Heads, Directors and above?

Clearly Define Organizational Policies, Practices, and Procedures – Define and promote other aspects of your Employee Value Proposition (e.g., schedules, work/life balance, company brand/culture, growth, and promotional opportunities).

Areas of Concern

I feel that I can question a policy or practice, without fear of being penalized.

My organization's policies and procedures help create an effective work environment.

My organization's process and procedures to evaluate and promote employees is fair.

Recommendations

1. Share recommendations with Policy Task Force to address/implement

Prioritize Training and Development – Provide employees with opportunities to grow their skills; talk to employees to determine current gaps in training and development. Provide leadership training to ensure leaders are equipped to hold difficult conversations with employees.

Areas of Concern

I receive the training needed to perform my job effectively.

At work, I have sufficient opportunities for personal and professional growth.

Recommendations

1. Make employee development and retention a primary objective of each manager and leader and reward their success accordingly
 - By holding them accountable through having their annual reviews reflect whether they are meeting expectations in that area or not
 - By rewarding them with special projects, training, participating in events, or training other leaders in employee development and retention
2. Strive to promote from within - If members of your staff believe they are stuck in the same job and don't have opportunities to advance, they will lose motivation. Promoting from within demonstrates that the organization is committed to helping them move upwards.
 - Through annual reviews (e.g. Career Conversations) find out what employees want to learn about and ensure they have opportunities to learn and grow in that area (this includes cross training employees in other areas of the division: i.e. SNAP coordinator becoming a Master Gardner)

Leverage the Strength of “Direct Supervisor” Relationships – Encourage leaders to have regular one-on-one conversations with employees to address development goals and reinforce organizational policies.

Areas of Concern

My leader is someone I can trust.

My leader recognizes my efforts and achievements and wants me to be successful.

My leader is an effective coach and motivator who enables me to achieve the career and professional objectives I have set.

Recommendations

1. Develop team building/coaching opportunities for division leadership (including department heads and Extension/research directors). It may be helpful to do something with the entire leadership team – deans, heads, and directors.